

Implementation Of High Performance Organization (Hpo) By The Government Of Banjarnegara Regency

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Abstract. Employee performance can be stimulated by the organization through work motivation and welfare programs. Until now, the quality of human resources characterized by employee performance that is not optimal still becomes a problem. This research is to study local government at the present. In this HPO research, the independent variables were Ability Utilization (X1) and job motivation (X2) while the dependent variable was Job Performance and the moderator variable was affective commitment (z). The research was conducted at Government Agencies in Banjarnegara Regency. This research used explanatory survey method. The results show that job motivation influences job performance. It is proven by the comparison between the two variables that generates: $t \text{ count} > t \text{ table}$ ($5.801 > 1.960$). t significance for job motivation variable is 0.036 and it is smaller compared to the 0.05 probability ($0.000 < 0.05$). The test shows that H_a is accepted and H_o is rejected. Affective commitment moderates the influence of ability utilization on job performance. It is proven by the direct influence of ability utilization on job performance [2] = 0.115 or 11.5 % that is larger than the indirect influence of ability utilization on job performance's moderator, affective commitment (bxc) = 0.0291 or 2.91 %. Affective commitment moderates the influence of job motivation on job performance. It is proven by the direct influence of job motivation on job performance = 0.323 or 32.3 % that is larger than the indirect influence of job motivation on job performance's moderator, affective commitment (bxc) = 0.0048 or 0.48 %.

Keywords: ability utilization, job motivation, job performance of affective commitment

1. INTRODUCTION

Nowadays, the implementation of HPO concept is significant for organizations. HPO is a management concept that emphasizes on high organization performance. Organizations require high performance to survive the global competition. In service organizations such as government agencies, the concept of HPO can be in the form of prime service, cost efficiency and effectiveness. The implementation of HPO requires high performance from its members.

De Waal [2] explains that HPO is an organization that achieves a better financial result compared to similar organizations in the long run with the ability to adapt and react quickly to changes, manage in the long run, establish an integrated and connected management structure, implement core abilities on an ongoing basis and treat employees as a main asset. With pressure from the external environment and stakeholders, Government Agencies in Banjarnegara Regency must find elements for achieving high performance.

The government, especially the Government of Banjarnegara Regency, continues to improve its employee performance in various ways. One of which is by empowering its apparatus to achieve high performance. In an effort to accelerate the achievement of the objectives of regional government agencies, the government must be able to empower the abilities of its apparatus so that it can be used to achieve the goals of government agencies optimally. In order to empower their abilities, there are several things that must be considered, namely education, work experience, work ethic and integrity of an apparatus. Robbins defines, "ability is a capacity of an individual to do various tasks in a job. Individuals with high levels of ability tend to complete their tasks well, quickly and precisely" [3].

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High performance of local government will also be realized when the agencies are able to provide motivation and welfare programs for their employees. Motivation and welfare are the key points to improve the performance of an individual in government agencies. The employees feel appreciated when they receive rewards. Thus, they are willing and continue to do their best at work.

Theory of motivation consists of two factors, i.e. motivator factor and hygiene factor. Motivator factor includes the success of implementation, recognition, work, responsibility, and development. Meanwhile, hygiene factor includes policy and administration, company supervision, interpersonal relations, and salary or wages. The correct way to motivate someone, according to Herzberg, is to arrange work in such a way that the person achieves success by doing the job. Furthermore, by doing the job, the person is motivated to continue trying to fulfill his/her needs in a higher level [1]. Thus, work motivation will have a good influence on the performance of an employee. In addition, work motivation that is spot on will also make employees exert their entire work abilities for organizations or companies.

In addition to empowering employee abilities and motivation, the performance of local government is also strongly influenced by the commitment of its employees. Commitment should be taken on strongly and should not be weak. An employee must be involved in every work activity, meaning that an employee must have a sense of belonging and understanding of the objectives of his/her organization. If the commitment of an employee is weak, then his/her individual performance is low. Therefore, the role of employee commitment is highly influential on organizational performance.

Young [4] argues that organizations, both corporates and non-profit organizations, need to practice five high-performance organizational qualities to achieve high performance. These five high performance qualities are: (1) Commitment to excellence: high-performance organizations integrate standards for their excellence in governance, management and operating programs. (2) Clearly stated purpose and desired results: high-performance organizations have clearly stated and defined their aims and objectives, which becomes the reason for the existence of the organization and an inspiration for others to join the organization. They are able to understand the relationship between individual roles and the vision, mission, values and results desired by the organization. (3) Effective change management process: organizations will not be able to survive without any change when so many things around them change. Besides having to be prepared to adapt, organizations must also have leaders who can manage the change process. (4) Open, multi-directional communication: high-performance organizations build effective communication systems and methods, and everyone is expected to be able to utilize them. Employees of high-performance organizations use cross-functional teams. Organizations need to be open and use a better multi-purpose communication to prevent or resolve problems effectively. (5) Culture of continuous learning: an organization will produce extraordinary results by applying the culture of continuous learning. In high-performance organizations, the learning process is encouraged to occur at all levels of the organization and through various methods. Employees of high-performance organizations assess their learning needs and create functional development plans.

Thus, in order to realize the vision and mission of Banjarnegara Regency in 2017-2022 “Banjarnegara Bermartabat dan Sejahtera” (Dignified and Prosperous Banjarnegara), all components of government agencies strive to do well. The key to success is the willingness and ability of every element of the bureaucracy in Banjarnegara Regency, which finally realizes welfare for all the people of Banjarnegara Regency. Eventually, the dignity of Banjarnegara Regency will increase among regencies in Indonesia. This research is to examine Organizational Performance in the Government of Banjarnegara Regency at the present. For this reason, this research is important.

2. LITERATURE REVIEW

2.1. *Job Performance*

Performance comes from the term job performance or actual performance achieved by someone. Performance is the quality and quantity of results achieved by an employee or worker in carrying out his/her tasks in accordance with the responsibilities delegated to him/her.

Mangkunegara and Prabu [5] state that employee performance is the quality and quantity of work achieved by an employee in carrying out his/her tasks in accordance with the responsibilities delegated to him/her. Performance is the implementation of functions demanded from an individual or an act, an achievement of a general exhibition of skills [6]. Performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of an agency associated with the vision carried out by an organization or corporate while knowing the positive and negative influence of a policy.

According to Mathis and Jackson [7] factors that influence individual employee performance are: their abilities (employee), motivation, support received, work they do, and their relationship with the organization.

Ramdhani [8] explains that there are eight dimensions of performance measurement according to the theory by Dessler: understanding of work/competence, quality/quantity of work, planning/organization, initiative/commitment, problem solving/creativity, teamwork and cooperation, ability to correspond to others, communication (oral and written).

2.2. *Ability Utilization*

Ability utilization is the opportunity given to an employee to demonstrate all of his/her ability at work [9]. If the employee has the opportunity to demonstrate all of his/her ability at work, it will be a source of satisfaction in work. Ability is the potential that exists in a person to do things as to enable or disable a person to do the job. Human resources with high ability greatly support the achievement of organization's vision and mission to advance immediately and develop rapidly in order to anticipate global competition.

Ability makes someone different from people that are average or ordinary. One's ability participates in determining the behavior and results of work. Robbins [3] defines "ability is a capacity of an individual to do various tasks in a job. Individuals with high levels of ability tend to complete tasks well, quickly and precisely.

Kreitner and Kinicki [10], defines ability as a stable characteristic that is related to one's maximum physical and mental abilities. Essentially, the ability of an individual is made up of two factors, namely intellectual ability and physical ability. They are described as follows: 1) Intellectual ability is the ability that is required to perform various mental-thinking, reasoning, and problem solving activities [3]. Individuals in most societies regard intelligence as a high value and proper reason. Intelligent individuals usually earn more and receive a higher education. Intelligent individuals may also be leaders of a group. 2) Physical ability is certain ability that is important for the success of works that require less skills and is more standardized at the same level where intellectual ability plays a larger role in complex works.

2.3. *Job Motivation*

Sutrisno [11] mentions that motivation is "something that induces work encouragement". Work motivation is encouragement, effort and desire that exists in human beings who activate, empower and direct behavior in carrying out tasks in their work environment. The essence of work motivation is the drive to do everything better than others to achieve goals.

In this case, similar to the theory of the hierarchy of needs proposed by Abraham Maslow quoted by [12], who argues that the hierarchy of human needs can be used to describe and predict their motivation. Human needs are as follows: 1) Physiological needs are basic human needs to keep one alive, such as food, drinks, clothing, and place to live or home. Usually, this type of needs is related to money even though money can actually do more than just fulfilling physical needs and it is not merely a tool to fulfill physical needs. 2) The need for safety will emerge if the physiological needs have been fulfilled, such as the need for protection from illness, economic inability, learning safety, family safety, etc. 3) The need for belonging and love, when the need for security has been relatively fulfilled, the next hierarchy of needs is social needs or the need to be involved and loved. 4) The need for self-esteem includes the feeling of achievement, appreciation, recognition, freedom, status, prestige and power. 5) The need for self-actualization. All of the aforementioned needs can lead to tensions and frustration if they cannot be fulfilled. The reactions may be positive or negative. Therefore, a solution must be sought to prevent negative things caused by the behavior.

2.4. Affective Commitment

Affective commitment refers to emotional attraction, identification and involvement of an employee in an organization. In this dimension, the employees identify themselves with the organization and are loyal to the organization. Affective commitment is employee affective or emotional attachment to an organization, and affective commitment is the most important component of organizational commitment and it is generally studied [13]. Employees with strong commitment will identify and value membership in the organization [14].

Affective commitment is an individual's emotional involvement with his/her organization, and refers to the emotional scale to which individuals are psychologically bound to their organization and agree with the organizational goals [14]. Internalization and identification are two things that underlie the formation of affective commitment. Allen and Meyer [14] describe identification as a benefit perceived by individuals relating to the individual's relationship with his/her organization so that individuals want to survive and strive on behalf of the organization. Internalization is explained as the value obtained by the individuals while working in the organization, and the value is related to their personal life, causing individuals to be committed to their organizations and work consistently according to the values that are aligned between individual and organization. Employees will try to devote all their efforts to the success of the company if they have a high level of affective commitment, since these employees have a sense of belonging toward the organization.

2.5. Hypothesis

The ability of employees is a crucial component, because the success of organizational goals will be greatly affected by the ability of its employees. Robbins [3] argues that the level of employee performance will depend on the level of education, as well as experience, meaning that the higher the ability, the higher the performance will be. This is confirmed by Widiawari's research [15], in which the relationship of performance with work ability variables shows a positive relationship and has a significant effect. The most dominant indicator is the level of education and work experience of 0.436 and 0.424 respectively. Ability and education are strong predictors of organizational performance. Based on theoretical studies and previous research hypotheses, it can be formulated as follows:

H1: Ability has a positive effect on employee performance

Robbins [3] argues that a desire is supported by a strong desire to achieve organizational goals and is supported by the ability to satisfy the individual needs. This is supported by the research of Lam and Lambermont-Ford [16] who conducted a research entitled "Knowledge sharing in organization context: a motivation based perspective", in which intrinsic motivation provides individuals' satisfaction that is driven more by intrinsic needs and they are expected to be involved in carrying out their duties and will have implications on the organizational performance increase. While a

research conducted by Bruggeman [17] states that compensation has a positive effect on extrinsic motivation and has implication for employee performance in an organization. Based on the theoretical studies and previous research hypotheses, it can be formulated as follows:

H2: Intrinsic motivation has a positive effect on employee performance

H3: Extrinsic motivation has a positive effect on employee performance

Allen and Meyer [14] found that employees who have achieved their targets are a manifestation of the determinants from performance level that have an effect on affective commitment. This is confirmed by Clierrington's research [18] that there is a positive relationship between commitment and performance by focusing only on affective commitment. Based on theoretical studies and previous research hypotheses, it can be formulated as follows:

H4: Affective commitment has a positive effect on employee performance.

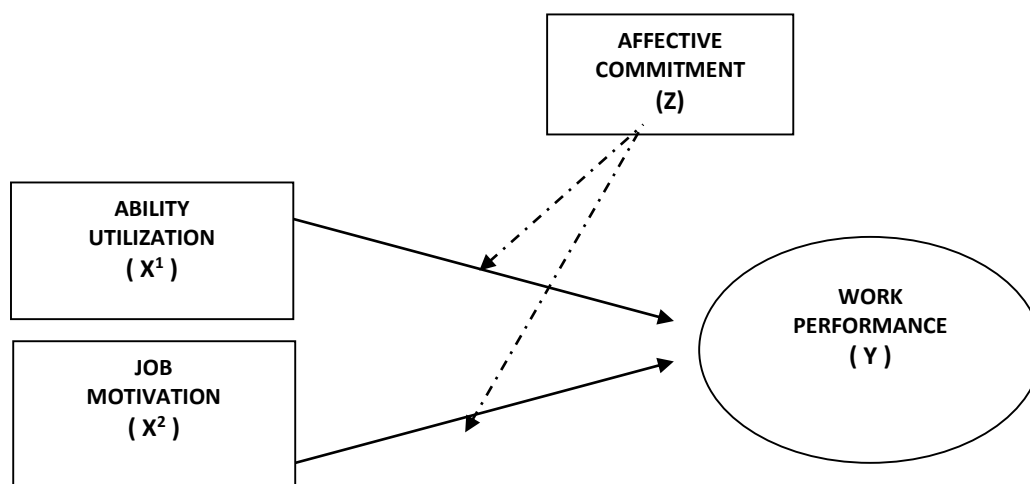


Figure 1. Theoretical Framework

2.6. Research Method

In this research, the independent variables were Ability Utilization (X1) and Job Motivation (X2), while the dependent variables were Job Performance and Affective Commitment (z). The research was conducted in Banjarnegara Regency.

The research method that would be used was explanatory survey method. According to Sugiyono (2008) [19], the explanatory survey method is a study that explains the position of variables studied and the effect of one variable with another variable. It was used because this research was descriptive and verified. Descriptive research is a research that aims to make a description or illustration systematically, factually and accurately, regarding the variables studied. Based on its objectives, the research design that would be used was causal research, because it would prove a causal relationship or relationship affecting and affected by the variables studied [20].

The population in this research was amounted to 607 people. The sampling technique was conducted by random sampling using Slovin formula:

$$\begin{aligned}
 n &= 607 \\
 d &= 5\% \\
 &= \frac{n}{1 + Nd^2} \\
 &= \frac{607}{1 + 607(0,05)^2}
 \end{aligned}$$

$$= \frac{607}{35} = 243$$

So that the number studied was 243 employees.

Multiple linear regression analysis was used to find out how the effect of independent variables on the dependent variable with intervening variable. The general equation of multiple linear regression was as follows [21]:

a. First structure analysis

$$Z = a + bX_1 + bX_2 + e$$

b. Second sub-structure analysis

$$Y = a + bX_1 + bX_2 + e$$

(Description:

X_1 = Ability Utilization variable

X_2 = Job Motivation variable

Y = Job Performance variable

Z = Affective Commitment variable

a = constant

b = regression coefficient

e = error margin

Path analysis is part of a regression model that can be used to analyze causal relationships between one variable with other variable. In the path analysis of independent and dependent effects, the direct and indirect effects are taken into account. The indirect effect of an independent variable on dependent variables is through another variable called intervening variable. To illustrate the causality relationships between variables to be studied in this research, a path diagram was used. Path diagram is a tool for graphically describing the structure of causality relationship between independent variable, moderating variable and dependent variable.

3. RESULT AND DISCUSSION

3.1. Effect of Ability Utilization on Job Performance

A test by using the help of the SPSS 22.0 for Windows program obtained the following results:

Table 1. Effect of Ability Utilization on Job Performance

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 48.246 | 4.412 | | 10.935 | .000 |
| | Ability Utilization | .164 | .078 | .128 | 2.108 | .036 |

a. Dependent Variable: Job Performance

From the results in Table 4.1 above it can be seen that the value of $t_{\text{count}} = 2.108$. Meanwhile, for t_{table} with a significance level of 0.05, the value of $t_{\text{table}} = 1.960$ was obtained. Comparison between the two resulted: $t_{\text{count}} > t_{\text{table}}$ ($2.108 > 1.960$). The significance value of t for the ability utilization variable was 0.036 and the value was smaller than the probability of 0.05 ($0.036 < 0.05$). Therefore, this test shows that H_a is accepted and H_o is rejected. This means that there is an effect of ability utilization on job performance.

3.2. Effect of Job Motivation on Job Performance

A test by using the help of the SPSS 22.0 for Windows program obtained the following results:

Table 2. Effect of Job Motivation on Job Performance

Coefficients^a

| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|---------------------------|---|------|
|-------|-----------------------------|---------------------------|---|------|

| | | B | Std. Error | Beta | | |
|---|----------------|--------|------------|------|--------|------|
| 1 | (Constant) | 48.246 | 4.412 | | 10.935 | .000 |
| | job motivation | .336 | .058 | .351 | 5.801 | .000 |

a. Dependent Variable: Job Performance

From the results in Table 4.1 above, it can be seen that the value of $t_{\text{count}} = 5.801$ Meanwhile, for t_{table} with a significance level of 0.05 the value of $t_{\text{table}} = 1.960$ was obtained. Comparison between the two resulted: $t_{\text{count}} > t_{\text{table}}$ ($5.801 > 1.960$). The significance value of t for job motivation variable was 0.036 and the value was smaller than the probability of 0.05 ($0.000 < 0.05$). Therefore, this test shows that H_a is accepted and H_o is rejected. This means that there is an effect of job motivation on job performance.

3.3. Affective Commitment Moderates the Effect of Ability Utilization on Job Performance

The research tried to find out the direct effect of the ability utilization variable on job performance which is edited by affective commitment. To obtain the value of unstandardized coefficients that describe the value of direct or indirect effects of independent variable on dependent variable, it is necessary to use regression analysis. Based on the test by using SPSS 22.0 for Windows program, the direct and indirect effects for each relationship can be seen as follows: To find out the magnitude of the direct or indirect effects of each relationship mentioned above, the following calculations were made:

Direct effect = 0.115

Indirect effect (bxc) = $0.369 \times 0.079 = 0.0291$

Based on the above calculation, it can be seen that the direct effect value of job performance was = 0.115 or 11.5 percent greater than the value of indirect effect of ability utilization on job performance moderation of Affective commitment (bxc) = 0.0291 or 2.91 percent. This shows that affective commitment increases the effect of utilization ability on job performance, in which there is no full mediated effect. This means that affective commitment moderates the effect of ability utilization on job performance.

3.4. Affective Commitment Moderates the Effect of Job Motivation on Job Performance

The research tried to find out the direct effect of job motivation variable on job performance which is edited by affective commitment. To obtain the value of unstandardized coefficients that describe the value of direct or indirect effects of independent variable on dependent variable, it is necessary to use regression analysis. Based on the test by using SPSS 22.0 for Windows program, the direct and indirect effects for each relationship can be seen as follows: To find out the magnitude of the direct or indirect effects of each relationship mentioned above, the following calculations were made:

Direct effect = 0.323

Indirect effect (bxc) = $0.062 \times 0.079 = 0.0048$

Based on the above calculation, it can be seen that the direct effect value of ability utilization on job performance was = 0.323 or 32.3 percent greater than the value of indirect effect of job motivation on job performance moderation of affective commitment (bxc) = 0.0048 or 0.48 percent. This shows that affective commitment increases the effect of ability utilization on job performance which shows, in which there is a full mediated effect. This means that affective commitment moderates the effect of job motivation on job performance.

4. DISCUSSION AND CONCLUSIONS

There is an effect of ability utilization on job performance, as evidenced from the comparison between: $t_{\text{count}} > t_{\text{table}}$ ($2.108 > 1.960$). The significance value of t for the ability utilization variable was 0.036 and the value was smaller than the probability of 0.05 ($0.036 < 0.05$). Therefore, this test shows that H_a is accepted and H_o is rejected. There is an effect of job motivation on job performance, as evidenced from the comparison between: $t_{\text{count}} > t_{\text{table}}$ ($5.801 > 1.960$). Significance value t for job motivation variable was 0.036 and the value was smaller than the probability of 0.05 ($0.000 < 0.05$). Therefore, this test shows that H_a is accepted and H_o is rejected. Affective commitment moderates the effect of ability utilization on job performance, as evidenced from the

direct effect value of job performance ability = 0.115 or 11.5 percent greater than the value of indirect effect of ability utilization on job performance moderation of affective commitment (bxc) = 0.0291 or 2.91 percent. Affective commitment moderates the effect of job motivation on job performance, as evidenced by the direct effect value of job performance ability = 0.323 or 32.3 percent greater than the value of indirect effect of job motivation on job performance moderation of affective commitment (bxc) = 0.0048 or 0.48 percent.

From the explanation above, it can be seen that the empowerment of employee abilities, giving good motivation and commitment in Government of Banjarnegara Regency have a major role in the realization of high-performance organizations. The role of HPO is very important in the sustainability of an organization, and it is a solution to deal with changes that are increasingly difficult to predict.

5. ACKNOWLEDGEMENTS

Gratitude to Dr. Achmad Sudjadi, M.Sc and Dr. Ade Irma Anggraeni, M.Si. as supervisors and Dr. Rafius Pradipta Setyanto, M.Si. as adviser who motivated the writing of this paper.

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